

Washington Utilities and Transportation Commission

Balanced Scorecard

For the third quarter 2003, ending September 30

December 9, 2003

<u>Index:</u>	<u>Page:</u>
Consumer measures	2
Regulatory measures:	
Energy	3
Telcommunications	4
Public safety measures:	
Motor carrier measures	5
Pipeline measures	6
Rail crossing measures	7
Internal measures	8 -9
WUTC Strategic plan	10 - 11

Consumer measures

Arrows (↑ or ↓) indicate direction of better performance.

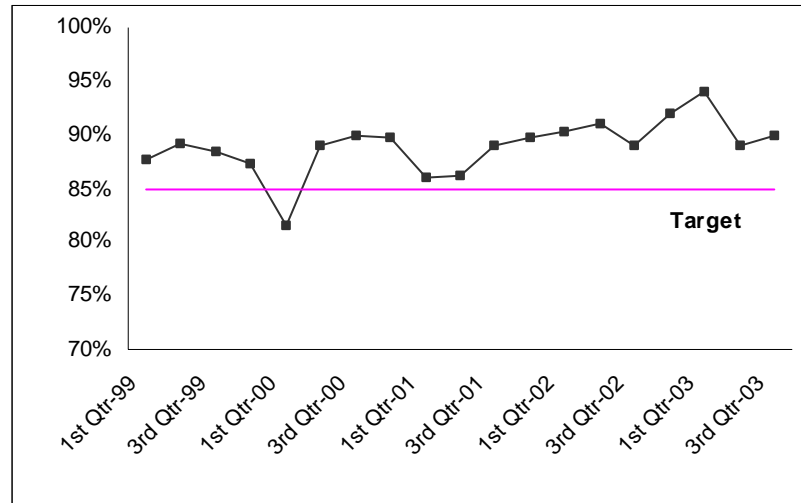
Section: Consumer Affairs

Objective: Responsive dispute resolution

Target: **85% Positive**

Notes: Consumer Affairs sends a seven question survey to 50% of its customers to determine how we did at helping them, and averages all the answers for this overall measure. Performance slipped slightly from the all-time high during this year's first quarter, but is still well above the target.

Percent of customers who had positive interactions with Consumer Affairs staff regarding their complaint.



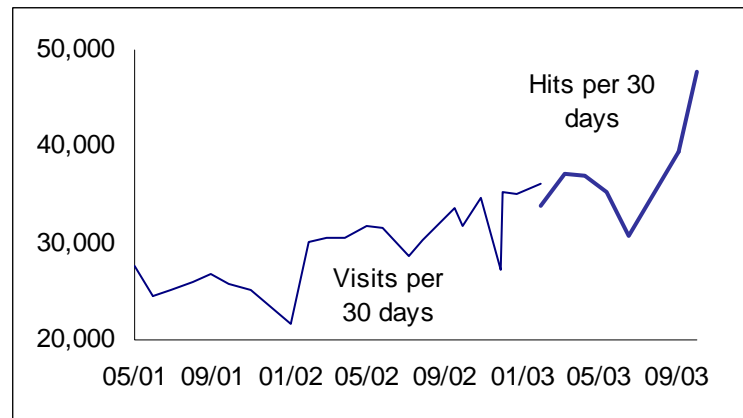
Section: Public Affairs

Objective: Timely access to information

Target: **35,000 visits per month**

Notes: Web site measurement continues to be impacted by our moving behind the DIS firewall. We've had to change the measure from "visits" to "hits", although these measures related. We have logged 35,000 visits in a 30 day period in several months now.

Number of visits to or hits on the UTC web site in 30 days



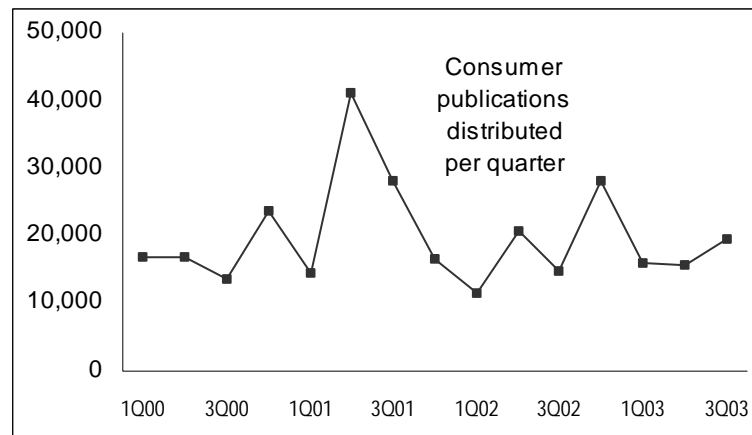
Section: Public Affairs, Mail Room

Objective: Informed customers

Target: **15,000/quarter**

Notes: We provide the vast majority of publications (over 6,000 a month, 98% of the total) to businesses in two industries: household goods movers (two-thirds of the total) and solid waste collection companies. Mail Room staff also distribute an average of 180 "retail" brochures a month - 540 a quarter - covering 22 consumer protection topics.

Number of consumer publications distributed per quarter



Regulatory measures

Arrows (↑ or ↓) indicate direction of better performance.

Section: Energy

Objective: Reliable Service

Target: **100% of companies report reliability.**

Notes: The Commission worked with regulated utilities in 2001 to adopt a reliability rule that relies on planning and reporting (rather than mandates) and which recognizes the unique circumstances of each company.

Under Phase I of our new electric reliability rules, companies were to establish and report reliability standards: **3 of 3 companies (100%) have provided reliability plans and reports.**

In Phase II, companies will set baseline standards for electric reliability, measured by duration (System Average Interruption Duration Index, SAIDI) and frequency (SAIFI). Baseline standards are due to the Commission by April, 2004 (WAC 480-100-393). One company (PSE) has already set a baseline, using the same measure it uses for a Service Quality Index (SQI).

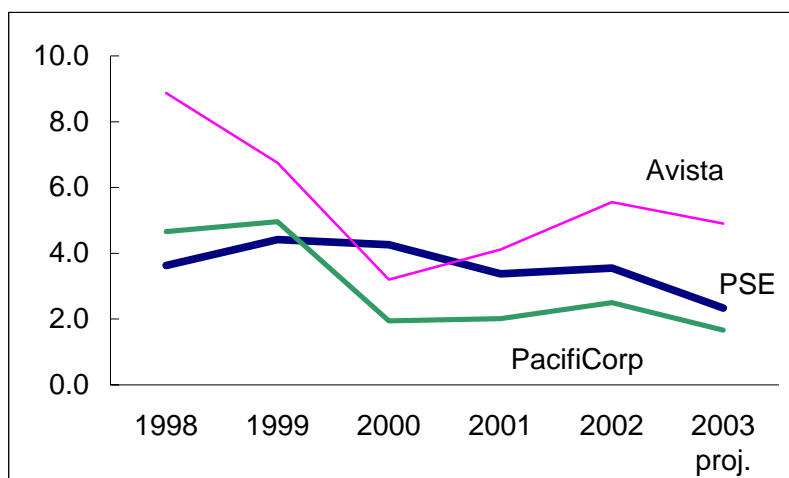
Objective: Consumer protection

Objective: Reliable Service

Target:

Notes: This measure is only indirectly within our ability to control. The UTC has, however, approved a service quality index for at least two electric companies which includes customer complaints as a performance measure. If 2003 performance trends continue, all three companies will have lower customer complaint levels than 2002.

Electricity company complaints per 10,000 customers



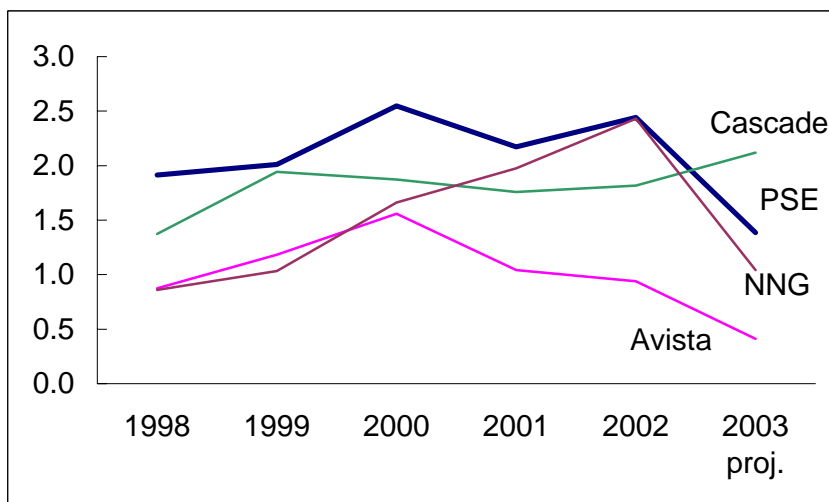
Objective: Consumer protection

Objective: Reliable Service

Target:

Notes: This measure is only indirectly within our ability to control, and 2003 results are based on a simple projection of results through the third quarter. If trends continue, three of four gas companies will show fewer complaints than the year before.

Natural gas company complaints per 10,000 customers



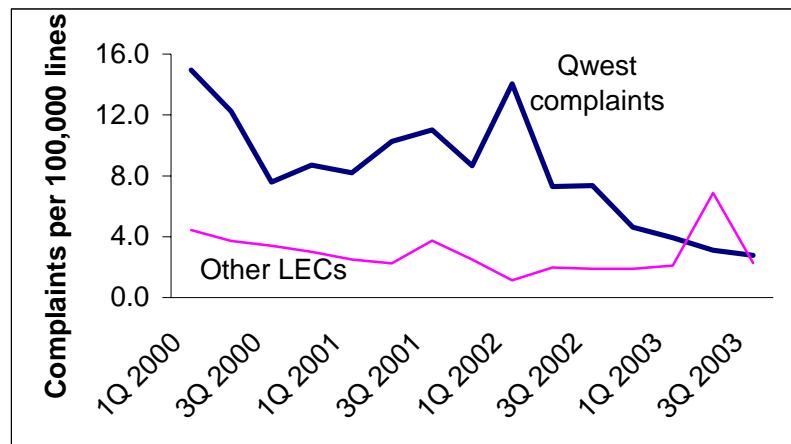
Section: **Telecommunications**

Objective: Service quality

Target: Qwest's 1994 complaint level

Notes: We have achieved our target, even though this measure relates only indirectly to WUTC performance. For the first time ever, Qwest complaints were lower than other telephone companies in the second quarter.

Telephone service quality complaints per 100,000 access lines, Qwest and other local exchange companies (LECs)



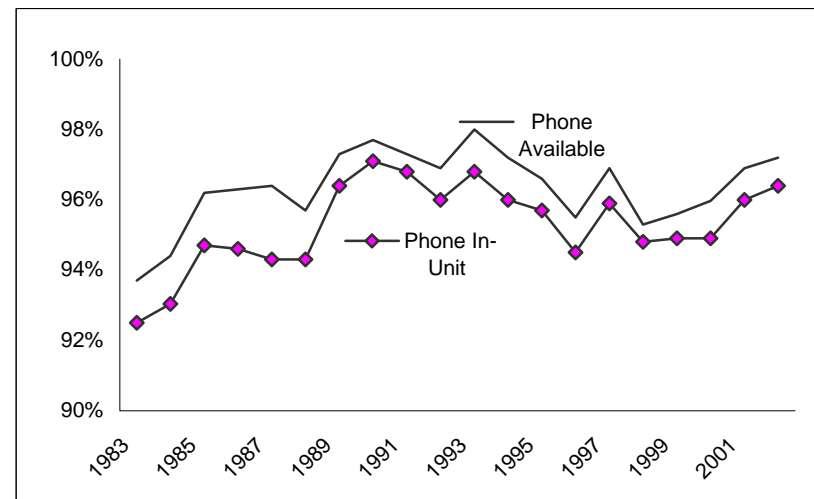
Section: Telephone

Objective: Available Service

Target: **96% of households have telephone service**

Notes: 96.4% of WA residents have telephone service, and 97.2% have a phone available. November 2002 data, from June 2003 FCC subscribership report (<http://www.fcc.gov/wcb/iatd/lec.html>).

Percentage of WA households with telephone service.



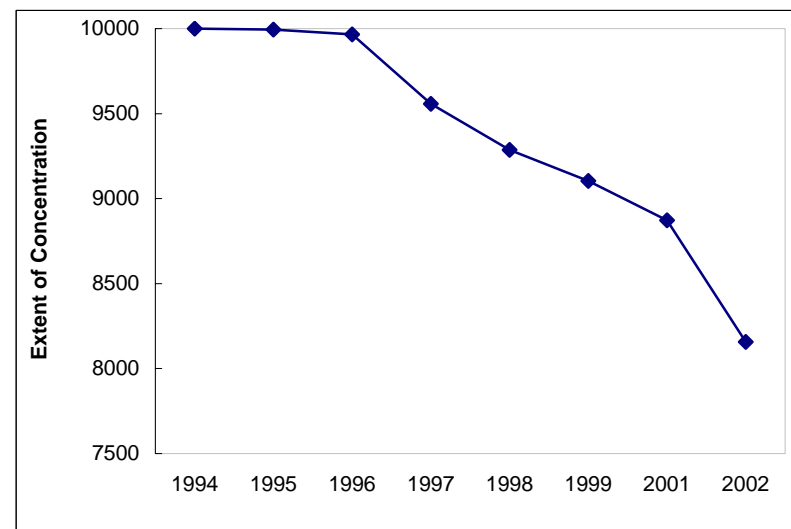
Section: Telephone

Objective: Customer choice

Target: Increase competition

Notes: The most recent data (Nov. 2002) shows competitive local exchange carriers with 10% market share in Washington, up from 6% in 2001. In the measure, a lower number means more competition in the industry, with 10,000 being a perfect monopoly (Data source: FCC, June 2003 report at: <http://www.fcc.gov/wcb/iatd/comp.html>).

Measure of competition in WA telephone industry.



Public Safety Measures

Arrows (↑ or ↓) indicate direction of better performance.

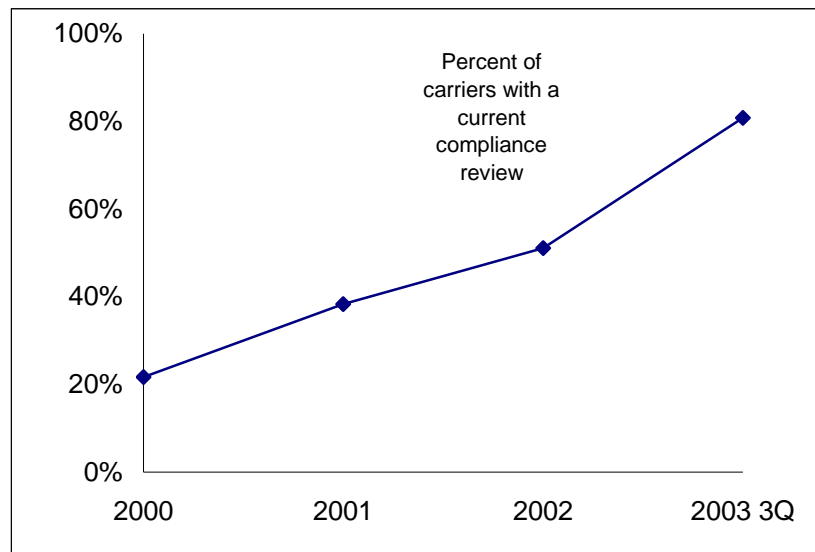
Section: Motor Carrier Safety

Objective: Fair Enforcement.

Target: 100% with a current compliance review.

Notes: "Compliance Review" is a federal program that determines the safety fitness of motor carriers. A "current compliance review" is one completed within the past 24 months. Data was not collected prior to 2000.

Percent of passenger carriers with a current compliance review



Section: Motor Carrier Safety

Objective: Effective enforcement.

Target: 90% reinspected

Notes: In nine months of 2003, Motor Carrier Safety staff have already reinspected more charter and excursion companies than in all of last year. By reinspecting carriers that have received a conditional safety rating, we focus on companies which may benefit from additional attention.

Percent of bus companies re-inspected within four months of receiving a conditional safety rating.

Year	Passenger transporters receiving a conditional safety rating	Of those, number reinspected within four months	Percent reinspected w/in 4 months
1999	5	1	20%
2000	4	0	0%
2001	6	5	83%
2002	4	3	75%
Thru 3Q, 2003	10	6	60%



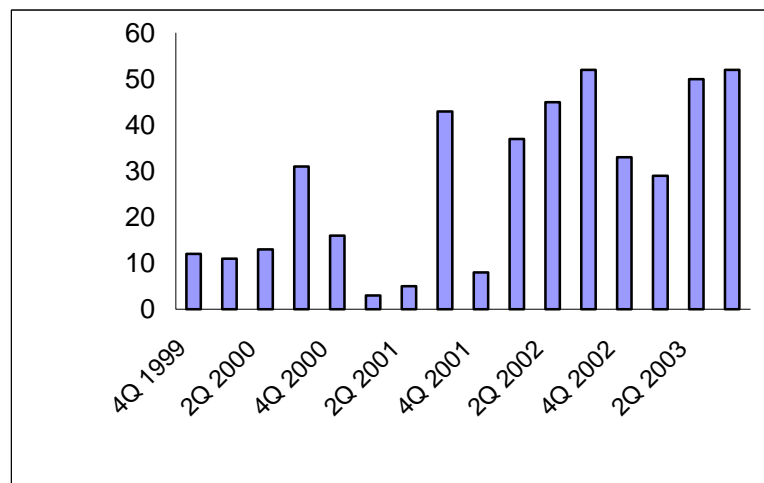
Section: Motor Carrier Safety

Objective: Informed customers

Target: Respond to all requests promptly

Notes: A carrier profile is an overview of carrier's permit number, insurance status, and safety rating. The total number of carrier profiles increased from 59 in 2001 to 167 in 2002 after a rule was adopted requiring school districts to obtain a carrier profile from the WUTC before awarding bus contracts.

Number of carrier profiles requested per quarter



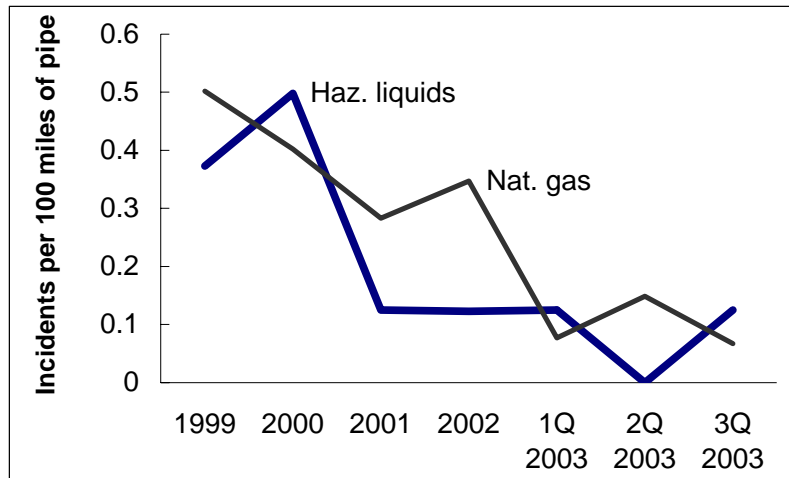
Section: **Pipeline**

Objective: Improved public safety

Target: No incidents

Notes: "Incidents" are leaks, ruptures or explosions that cause death or injury. By reducing pipeline incidents, our pipeline safety program should reduce the risk of deaths or injuries. Washington has 20,728 miles of natural gas pipe and 787 miles of hazardous liquid pipeline.

Incidents reported per hundred miles of pipe, hazardous liquids and natural gas



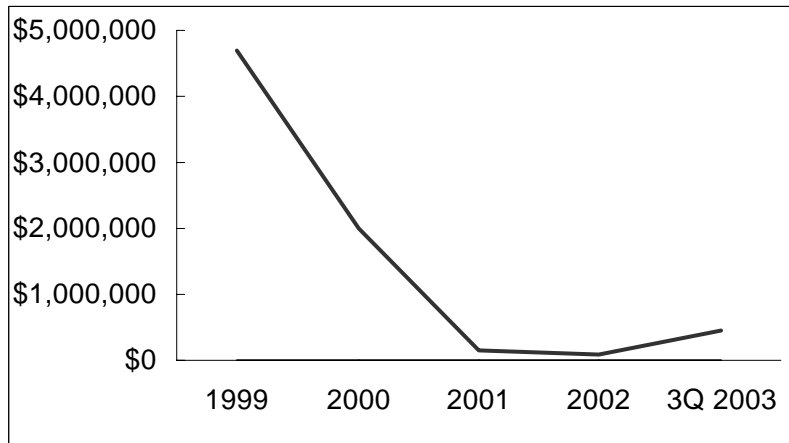
Section: **Pipeline**

Objective: Less property damage

Target: No property damage in dollars

Notes: There has been no property damage from hazardous liquid incidents so far this year. The \$424,000 in natural gas damage reported in the second quarter of 2003 was the largest amount since 2000.

Value of property damage caused by gas & hazardous liquids pipeline incidents



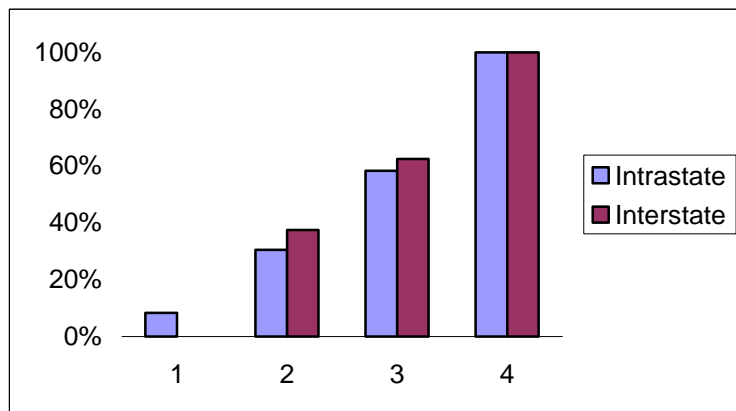
Section: **Pipeline**

Objective: Ensure safe industry practices

Target: Complete all scheduled inspections by the end of the calendar year

Notes: Note: This target can only be used on an annual basis. Pipeline staff achieved their 2002 target of auditing 36 intrastate and 8 interstate pipelines. Inspections are considered complete when fieldwork had been completed.

Percentage of inspections completed per the calendar-year work plan, quarterly for 2002



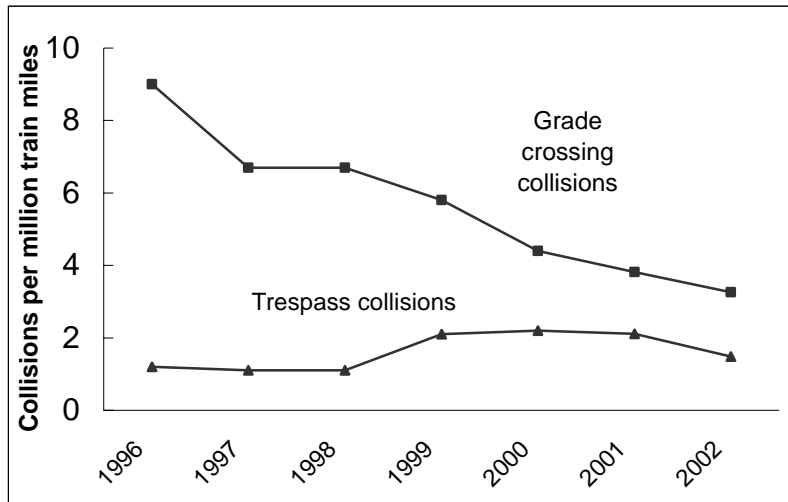
Section: **Rail**

Objective: Public safety

Target: **No collisions**

Notes: The trend in grade crossings shows definite improvement. The direction of change in the trespass measure in recent years led UTC Rail Safety staff to seek legislation and program improvements.

Grade crossing and trespass collisions per million train miles



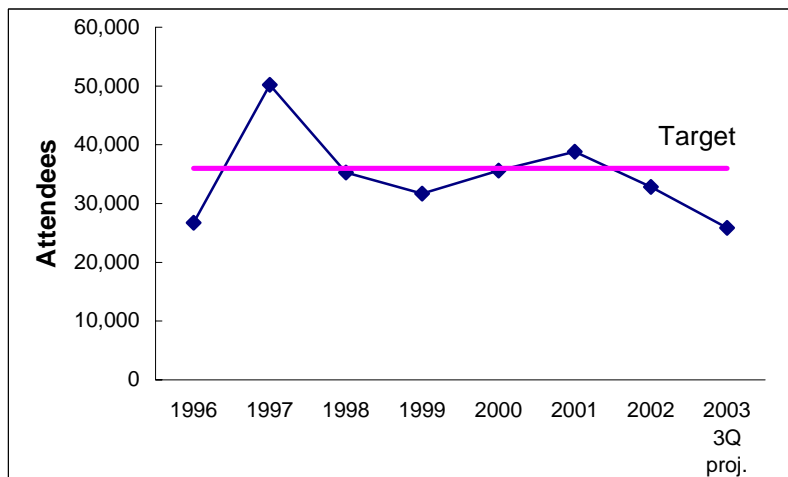
Section: **Rail**

Objective: Information about hazards is available to the public.

Target: **36,000 a year**

Notes: Operation Lifesaver is a nationwide program teaching rail safety. Live presentations are the most effective method of instilling the Operation Lifesaver message. Our projected results for 2003 (19,432 as of Sept 30) reflect budgetary decision to rely on volunteers, rather than UTC staff, for presentations.

Number of people attending Operation Lifesaver presentations annually



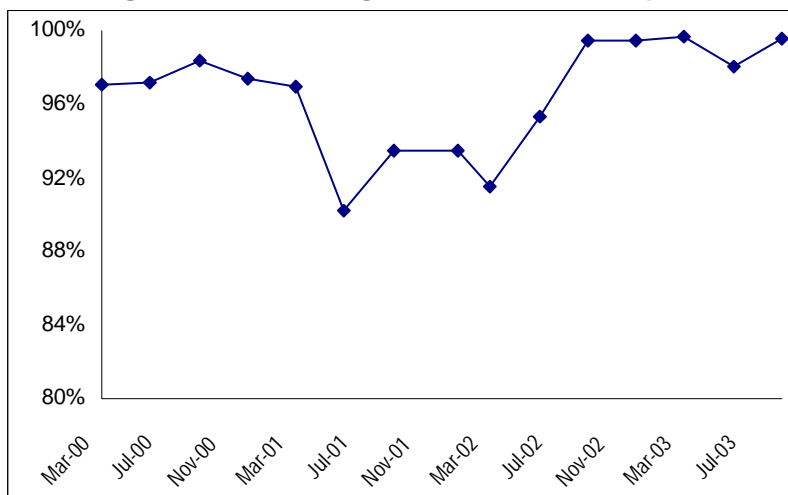
Section: **Rail**

Objective: Fair Enforcement.

Target: **95% of crossings have current inspection**

Notes: As of September 2003, 1,624 (of 1,630) public rail crossings in WA had been inspected within the past 18 months. This result, 99.6% of rail crossings with a current inspection, is well above the target of 95%.

Percentage of rail crossings with a current inspection.



Internal Measures

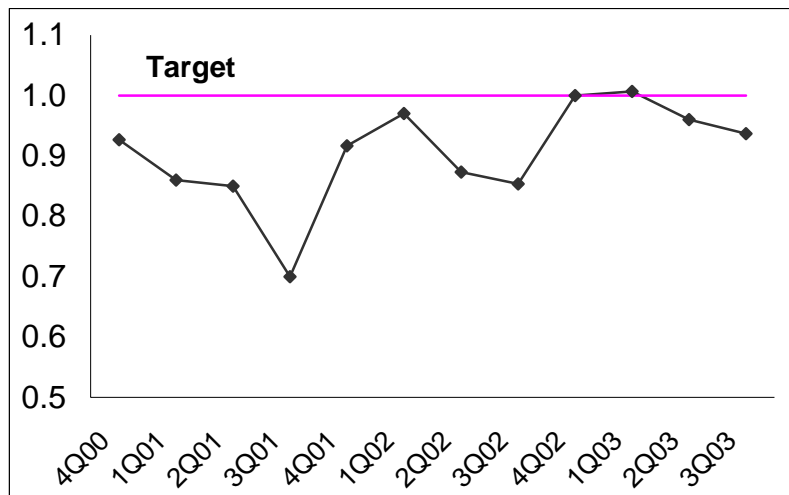
Section: Financial Services

Objective: Effectively manage fiscal resources.

Target : **1.0 or below**

Notes: An important goal for Financial Services is ensuring that agency expenditures don't exceed our budget.

Expenditures by month compared to budget, percent.



Section: **Human Resources**

Objective: Create a positive work environment through career development opportunities

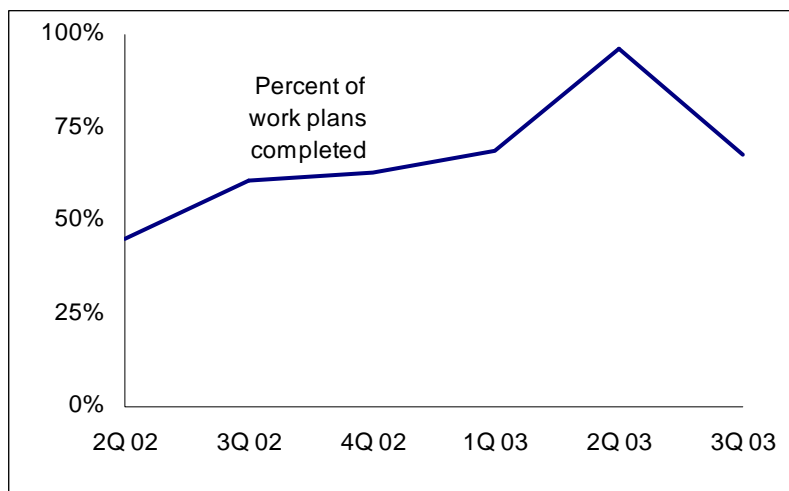
Quarter: Target and Results:

3Q 2002: 55% - 61%

4Q 2002: 70% - 66%

Notes: This measure shows the number of evaluations that were completed by the deadline. This was a measure in the Chair's 2002 Performance Agreement with Gov. Locke.

Percent of staff with completed work plans



Section: Human Resources

Objective: Percent of staff with updated position descriptions

Reporting Frequency: Quarterly

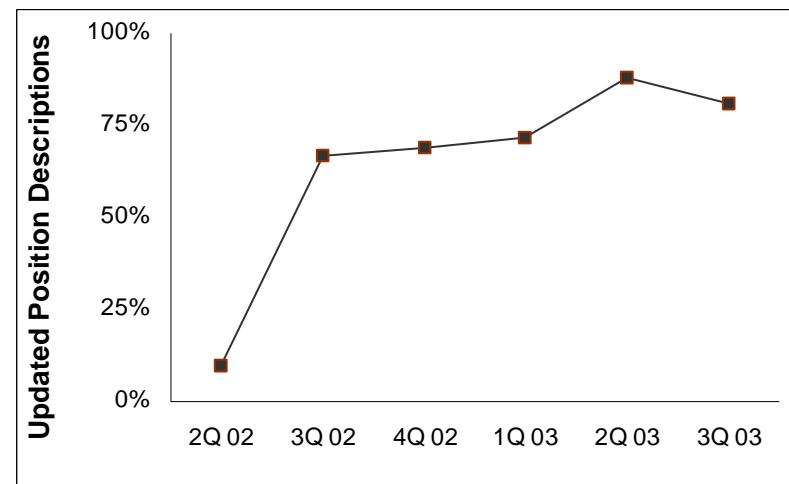
Quarter: Target - Actual Results:

3Q 2002: 20% - 67%

4Q 2002: 30% - 69%

Notes: This measure comes from the Chairwoman's 2002 Performance Agreement with Gov. Locke. Performance has consistently outpaced our target.

Percent of staff with updated position descriptions



Section: Information Services

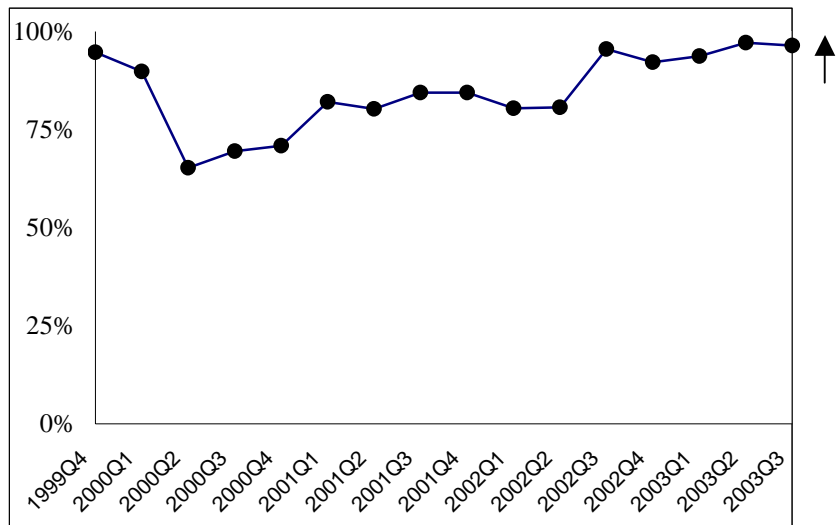
Objective: Support work teams

Perspective: Internal process

Target : **100 percent of agency PCs under three years old.**

Notes: Personal computers (PCs) must be replaced regularly so Commission staff can run software and applications needed in their work. Three years is an industry average for computer age.

Percentage of agency PC's under three years old



Section: Information Services

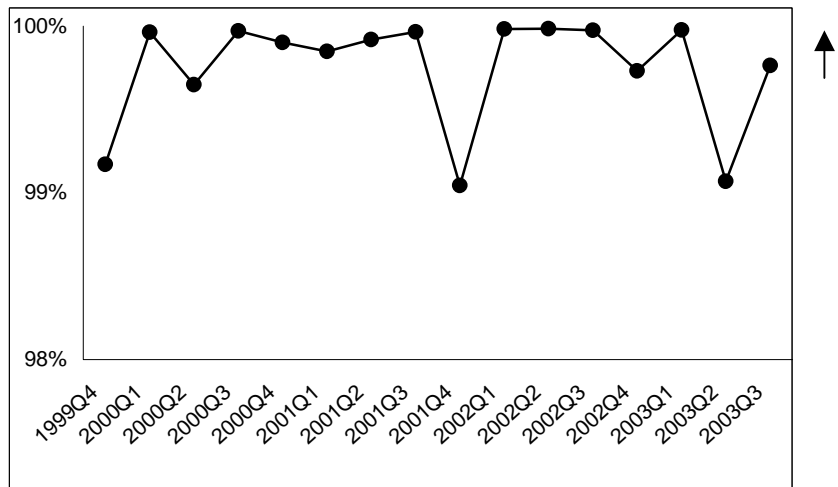
Objective: Support work teams

Perspective: Internal process

Target: **99.999% availability**

Notes: This measure is calculated from the percent of time that production servers (i.e. servers with applications used by UTC staff) are available during business hours. Just five minutes of down-time on one server will put us below the target for a quarter.

Percent of time network servers are available workdays, 6 am to 6 pm



2003 WUTC Strategic Plan

Mission:

The WUTC protects consumers by ensuring that utility and transportation services are fairly priced, available, reliable and safe.

Vision:

- Consumer protection is maintained during and after transitions to effective competition.
- Where effective competition has not developed, regulatory oversight ensures that companies have an opportunity to earn a fair rate-of-return while consumers are protected.
- Public safety is enhanced.
- Consumers make informed choices about their use of utility and transportation services.
- Reliability and affordability ensure all consumers have access to utility and transportation services.
- The Commission is a trusted source of information about regulatory issues.
- Our stakeholders value the Commission as an efficient and effective regulator.
- The Commission fosters a positive work environment and the success of its employees in achieving this vision of the UTC at its best.

Strategies:

- Ensure essential consumer protection through fair rates, compliance with service quality and equitable business practice standards, and reliability of delivery systems.
- Increase competitive entry and consumer choice where benefits exist for consumers and improve regulation where competition is not feasible.
- Enhance public safety by ensuring safe industry practices, effective public education about safety issues, and improved public policy.
- Assist citizens to be informed consumers of utility and transportation services in competitive and monopoly markets.
- Make prompt, sound decisions.
- Adopt new regulations where needed and eliminate requirements and oversight no longer necessary to protect the public.
- Provide timely access to information about regulated firms and Commission actions.
- Build partnerships with others to achieve the agency's mission.

Organizational Strategies:

We will pursue the following strategies to strengthen the Commission and realize our vision of a Commission when we are at our best:

- Continually improve our services and increase our efficiency and productivity.
- Recognize others for their contributions and celebrate their achievements.
- Encourage employee development through goal setting, work opportunities and supportive learning experiences.
- Strengthen the organization by attracting and retaining capable employees.
- Develop our ability to measure our successes.
- Support teams and work-groups by deploying useful tools and improving access to information.
- Share the information we create and knowledge we possess.
- Act with initiative, responsibility and creativity.
- Model agency values to ensure a positive work environment.

Values:

Our actions consistently reflect our values so that, as we work with one another and stakeholders, we do so in a way that embraces:

- Diversity: By incorporating differences in thought, style, experience, and culture into our organization and work.
- Honesty: By acting with integrity, genuineness, and candor.
- Initiative: By assuming personal responsibility to accomplish the agency's mission and goals.
- Open communication: By willingly sharing information to ensure accurate understanding.
- Respect: By honoring the contributions and feelings of colleagues and stakeholders.